

June 24, 1980

MEMORANDUM FOR: RMS office directors and staff chiefs  
FROM: Deputy to the DCI for Resource Management  
SUBJECT: Program Review

1. The purpose of this memo is to clarify some of the responsibilities we have already discussed and some that we have not. If you have any questions or comments, I think the staff meeting tomorrow-- because it is a longer one--might be a good time to discuss them.

2. You have all seen by now the table of issues and assignments assembled by PBO. The table specifies who is responsible for specific issues and the focus of our interest.

3. The program review will turn on the efforts of the monitor/analyst teams. Everything depends on the quality of information produced by analysts and program monitors. Since most of the reviews will be conducted at the program monitor level, in general, several reviews will occur simultaneously. Therefore, it will be important to be sure everyone knows what is scheduled. PBO has begun to circulate a list of upcoming hearings along with other data that will be updated daily.

4. We have already started to hold internal background meetings in which program monitors and analysts have sketched the program they are reviewing. These have been most helpful in the past and should continue to prove valuable to office directors, team leaders and others who do not easily have direct access to the detailed programs themselves.

5. Our schedule calls for hearing papers for the major hearings to be circulated externally later this week, pending scheduling of those hearings. That scheduling should be completed by tomorrow. Since I haven't seen the draft hearing papers yet, it appears that the schedule is slipping.

6. The program monitors have also begun work on the decision papers. Our schedule allows their drafting to cover a period of two and a half weeks. Obviously, I am interested in seeing the papers as they are completed so that they can be circulated to the program managers in advance of their being provided to the DCI in July. By the end of this week I hope that some of them can go out. At Friday's staff meeting I would like PBO to provide a schedule showing when the monitors believe their decision papers will be ready for review and comment.

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7. Beginning either later this week or the first of next week we will hold daily staff meetings. In addition to our normal 11 o'clock sessions on Monday, Wednesday, and Friday, we will convene at 9 o'clock on Tuesdays and Thursdays. I hope these added sessions can be brief--no more than 30 minutes--and sharply focused. They are to be devoted largely to sharing information on what is going on and not to debate the program issues and alternatives. It would be appropriate, however, to provide a brief set of highlights of particularly interesting hearings that have taken place.

8. CLLS is to be responsible for drawing together the NFIB package and for providing the staff focus for PRC(I) discussions. This may require some editing of the issue and decision papers that are selected for NFIB and PRC(I) review. I am sure the authors will provide whatever assistance Walt and his staff require to make these papers as lucid as possible for these two groups.

9. PBO will be responsible for drafting and internal staff (RM and CT) review of the DCI's program decision memoranda. Whatever preliminary work that can be done to prepare for the circulation of program decision memoranda, such as the preparation of cover sheets, distribution lists, etc. should be begun as soon as possible. Our intention is to use the outline for the decision memoranda that was developed for last year's budget review.

10. During program review, PGS will undoubtedly want to devote some time to following the outyear implications of the programmatic issues. The schedule that I approved last week for issuance of the FY 83-87 guidance makes it necessary for PGS to pay close attention to the possible guidance issues which come out of the program review. By the time the budget review is conducted, the first cut of the guidance should be on the streets, so this is our best opportunity to consider outyear issues.

11. PAO's role in the program review is clear. Analysts have been working with monitors on the teams that are conducting hearings and preparing papers. That should continue. When we receive a decision paper on the sixth floor for review, I will assume that it has been seen and coordinated by each analyst in PAO and IRO that has an interest in the subject. Likewise, I expect PBO and IRO monitors to be contributing to the longer analytical studies as necessary. As always, IRO people serve both as analysts and monitors.

12. I am interested in seeing that appropriate individuals and staffs outside RMS are kept fully informed about the issues in which they are interested. The collection committees of CTS, Mike Berta of the NSC, and Noel Firth of NFAC, for example, should be briefed regularly on program review events that affect their areas of interest. At each staff meeting we can discuss who should be responsible for relaying specific information to these interested parties.

13. One final note: we have made a considerable effort this year to obtain information on FY 83 and beyond. I hope we will be in a position in August to provide meaningful feedback to each program manager on his program for the outyears. All monitors and analysts should keep in mind that this is a program review, not a budget preview. The decisions that the DCI and I are faced with should reflect this fact.



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